

OVERVIEW & SCRUTINY

LGA Peer Review 2015: Update 8 March 2017

Report of Chief Executive

PURPOSE OF REPORT

To provide an update on the progress of the LGA Peer Review Action Plan.

This report is public

RECOMMENDATIONS

- (1) **That the Overview & Scrutiny Committee notes the progress updates and refers any recommendations to Cabinet or the Chief Executive, as appropriate.**
- 1.0 Details**
- 1.1 The Overview and Scrutiny Committee resolved at its meeting on 6 April 2016 to request a further update on the progress of the Peer Review Action Plan.
- 1.2 Activity has been ongoing against each of the items in the Action Plan, and an itemised update is attached at Appendix A for consideration.
- 1.3 As the Action Plan demonstrates, much progress has been made on the recommendations. Where there has been slippage it is on the timeframe, with actions later than originally targeted for. Actions are being taken to increase the pace on making change.
- 1.4 The recent report to Cabinet about senior leadership highlighted a number of areas that require moving forward. Some of these will also help to deliver actions that have arisen out of the Peer Review. They include:
- Commercialisation strategy by April 2018
 - Customer Services strategy by April 2018
 - Corporate Plan by September 2018 (to align with the budget decision-making process)
 - Narrative for the Place by April 2018
 - Performance Management Framework (Organisational and Individual)
 - Review service processes to reduce inefficiencies and increase value for money
 - Deliver Organisational Behavioural Change Programme: developing a clearly defined set of shared values and behaviours to create a more

effective organisation, e.g. 'excellent public service outcomes', 'teamwork and collaboration'

- Agree and implement 'One Council' approach
- Succession Planning: making the organisation more resilient for the future, knowing a number of key post-holders that will be retiring in the short- to medium-term
- Organisational alignment with priorities
- Budget Challenge: introduce priority-led and outcome-focused budgeting
- Property and Accommodation Review: maximising the Council's assets to generate income and assist in maintaining service provision

- 1.5 Additionally, within the context of organisational capacity, the Chief Executive has formed a group from across different levels of the council to consider opportunities for efficiency savings and income generation.
- 1.6 Furthermore, the Chief Executive has introduced regular participative leadership sessions for senior and middle managers, cascading information to further secure engagement on the corporate priorities.
- 1.7 The Chief Executive has also initiated an organisation-wide activity to develop a clearly defined set of values and behaviours which will underpin all the Council's activity. The Management Team participated in a workshop to establish its core values and behaviours, which were then communicated to senior managers for further comment and input, with additional sessions to follow for all levels of staff to take part.
- 1.8 The updates to the Action Plan along with the information detailed above help to demonstrate the positive trajectory that the organisation is on.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

No impact assessment required, as the specific initiatives within the Action Plan will be assessed individually for their impact.

LEGAL IMPLICATIONS

Legal implications for the individual activities in the Action Plan will continue to be managed through the usual channels.

FINANCIAL IMPLICATIONS

There are no financial implications directly as a result of this update report. However, a number of proposals referenced in the Appendix are being taken forward as part of the current budget process, and further proposals will be considered during 2017/18.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

Implementing the Action Plan involves and affects a wide range of service areas across the organisation. Implications for each of these are considered by Management Team as part of their strategic planning and activity.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comments.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

Cabinet 1 December 2015 item 55
Overview & Scrutiny 6 April 2016 item 72

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